

Exhibit B

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Base Salary Structures



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Exhibit C

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Total Rewards Planning FY07

September 2006

Wednesday, June 13, 2012

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Total Rewards Planning

Agenda

- One
- Merit
- Below-Director Bonus
- Annual Stock Grant
- Total Compensation
- Employee Communication

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Total Rewards Planning

One

One planning event, One point in time, One conversation

CEO and ET requested total compensation be reviewed and communicated with performance reviews

- Base salary, bonuses, and long-term stock "hook" in a balanced approach

Strategy is key

Compensation provides market data, budgets, guidelines, deadlines, and assistance

Execution is key

Division HR plans and outlines approach with ET, execute strategy with Line Management

- Present organization's compensation overview, highlight potential areas for focus
- Review budgets, move and re-allocate as appropriate
- Determine who or which levels will plan for each compensation element
- Include actions such as promotions, market adjustments, and peer adjustments if applicable
- Validate allocation against budget and strategy
- Facilitate implementation and employee communication

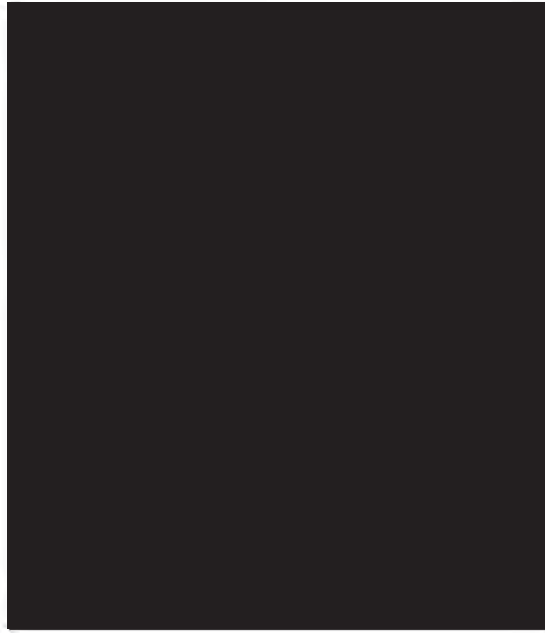
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Target Participation



Types and levels of rewards send a strong message, both direct and indirect, plan well and know how it will be received / perceived

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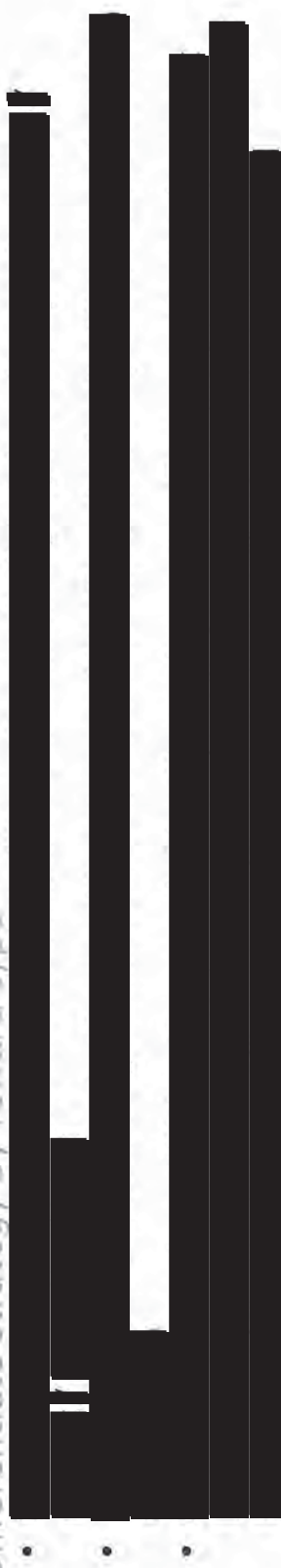
Total Rewards Planning

There are various strategies that can be employed, depending on business objectives

Differentiate by performance level



Differentiate strategy by reward type



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Total Rewards Planning

Who's eligible for total rewards planning ... all employees except:

Figure 1 consists of four bar charts arranged horizontally, each representing a different demographic category: Total, Male, Female, and Unknown. Each chart displays the percentage of respondents for six age groups: 18-24, 25-34, 35-44, 45-54, 55-64, and 65+. The y-axis for all charts ranges from 0 to 100 percent. The bars are color-coded: 18-24 (light blue), 25-34 (medium blue), 35-44 (dark blue), 45-54 (light green), 55-64 (medium green), and 65+ (dark green).

Age Group	Total (%)	Male (%)	Female (%)	Unknown (%)
18-24	15	15	15	15
25-34	25	25	25	25
35-44	35	35	35	35
45-54	20	20	20	20
55-64	10	10	10	10
65+	15	15	15	15

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Total Rewards Planning

Merit

Merit represents a salary increase with link between pay and performance, is also used to keep employees in line with cost of labor movement in each market

- Merit may not be primary differentiating tool

Considerations

- Link back to overall performance
- Make informed decisions based on peer placement
- Make informed decisions based on competitive market information
- Reward fairly and consistently

Resources

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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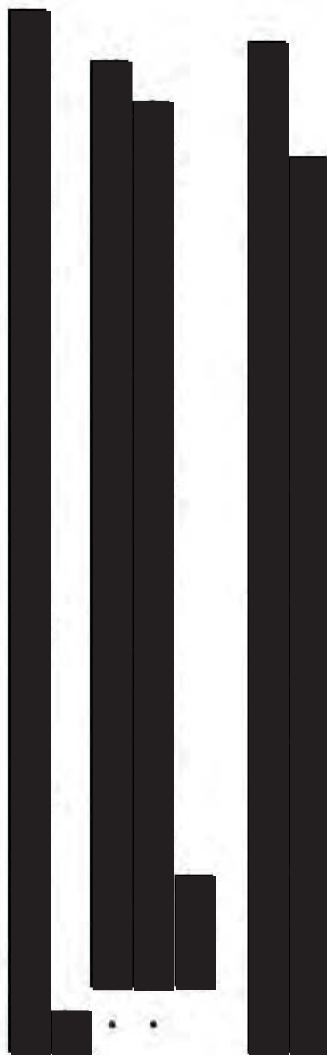
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Total Rewards Planning

Merit

Budget



Country	FY07 target merit
Australia	
Austria	
Belgium	
Brazil	
Canada	
China	
Denmark	
Finland	
France	
Germany	
Hong Kong	
India	
Ireland	
Italy	
Japan	
Korea	
Luxembourg	
Malaysia	
Mexico	
Netherlands	
Norway	
Philippines	
Singapore	
Spain	
Sweden	
Switzerland	
Taiwan	
Thailand	
United Kingdom	
United States	

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